



*City Clerk*  
People sleep peacefully in their beds at night  
only because their officers  
are ready and willing  
to face violence on their behalf.

Tuesday, January 16, 2018  
CPOA labor Issues.

**Issue #1. Public Safety Impact Fees for private “for profit” events.**

**BACKGROUND:**

The city provides costly resources in the form of police presence, fire protection, solid waste removal, etc., for public events such as parades, sporting events, concerts, and so on. A number of these events are not offered “for the public good” but are, in fact, *for profit* events.

**QUESTION PRESENTED:**

“Should our taxpayers be forced to provide free services to events that operate *for profit*?”

**CPOA POSITION:**

- CPOA believes the taxpayers should *not* be forced to subsidize events that are operated on a *for profit* basis.
- We believe our city ordinances should ensure *for profit* entities reimburse the city for the actual cost of the negative impact their events place on city resources such as public safety.

**Why does this matter to CPOA?**

It is difficult for CPD to recruit officers to work these special events. If the city charged *for profit* events the appropriate impact fee, the city could pay officers the going rate for these events and match what the Boone County Sheriff's Department pays their officers to work these events.

Doing this will significantly help attract officers to work these extra events and, in turn, improve morale. Currently, our officers are ‘*drafted*’ (a nice word for being *forced* to work extra hours for someone else's *for profit* event.)

Use of Public Safety Impact Fees would allow the city to properly (1) plan, (2) calculate, (3) track, and (4) recover the actual costs of providing costly city services to private *for profit* events. This will enable city government to tie the cost to those who create the negative impact.

Example: The Roots and Blues Festival.

CPD spent **751** hours on the clock., or more than 75 day's **free labor** to a *for-profit* event!

- The city estimated **this cost taxpayers about \$32,600**
- The city contract states: “*City shall waive the staffing costs for public safety.*”
- Who made the decision that we would work for free?

*Note:* The city demanded and received 300 free tickets<sup>1</sup>. Many of these were resold for a profit.

<sup>1</sup> Three hundred free tickets at a value of \$40,500 according to the contract.

**Eric A  
Anderson  
Associates**

**Eric A. Anderson**

**An Organizational Review of the  
Columbia, Missouri, Police  
Department: Summary and  
Recommendations**

A summary organizational review of the Columbia,  
Missouri Police Department and an assessment of the  
actions taken as a result of the 2006 study conducted  
by the University of Missouri, with recommendations

February, **2012**

## **II**

## **FINDINGS (2012)**

1. The conditions described in the 2006 report by the Center for the Study of Organizational Change, University of Missouri-Columbia (Appendix C) **have not improved. They have gotten worse.** Officer morale is regularly identified as having gotten worse. The supervisory culture is approaching toxicity. Internal communication is confused and inadequate. The departmental mission, vision and values remain unclear to the majority of the department. Pay for all **above** sergeant has been adjusted, **leaving many sergeants and officers resentful.** The new promotional process is generally viewed with suspicion. Rules and regulations are less clear and confusing. The Police Headquarters continues to be inadequate for its purpose. **Training has been reduced to the state minimum.**
2. **The morale of the department is extraordinarily low.** While not every officer is affected, the general attitude of most officers is characterized, by themselves, retirees, and others, as fearful, hesitant and uncertain. They expressed their fear that this set of conditions will lead to situations that will result in injury or death to themselves or a member of the public through over- or under-reaction.
3. The supervisory climate is inconsistent and threatening for officers and supervisors. Management decisions are viewed as being made without adequate preparation for implementation and as inconsistent. The result is further confusion and incapacity to effectively train new personnel.
4. Communication within the department is very poor: ...
5. ...
6. **Pay compression has been an important issue for some time,** but only those **above** sergeant have been addressed. Many Sergeants and Officers consider this a serious oversight **and a major inequity in the compensation system.**
7. ...
8. ...
9. ...
10. Since 2006, **the Department has reduced required training to the state minimum** of 24 hours per year (October, 2009). Although additional training does take place, **this is inadequate** for a Police Department that is expected to be of high quality. More importantly, **it may leave officers unprepared for the most critical aspects of their jobs,** consequently endangering themselves, their co-workers and the public. Finally, it creates a serious liability for the department, the city and the public.
11. Additionally, **there is no method of systematic performance management** which reaches from the top of the organization to the street. There are isolated measurements efforts, such as the Blue Team. But, ambiguity about the purpose limits its effectiveness and creates unintended consequences: officers believing it to be for purposes of punishment rather than documentation, measurement or training.
12. Finally, the Complaint and Disciplinary procedures are viewed by a majority of the department as being arbitrary and capricious. There is a common belief that officers may not receive due process. **Officers describe themselves as often hesitant to make decisions in the field because of unclear policy, poor training, and uncertainty about due process.** A significant majority of the officers and supervisors at all levels indicated that they do not trust the leadership of the department to make good, well thought out decisions.

## I. RECOMMENDATIONS

The recommendations below are intended to return the Columbia Police Department to its former high reputation while also helping the departmental effectively address community expectations

- I. Review the Police Chief and his Senior Command Staff to determine their leadership and managerial capacity for their offices. Having had the 2006 study at their disposal, and confronting the significant number of public departmental failures, their further failure to improve the conditions in the department makes this review vital. It should be conducted in the context of the Code of Ordinances, City of Columbia, Missouri, Section 21- 20(b).
- II. ...
- III. ...
- IV. ...
- V. Implement extensive and continual training in all aspects of the work of the Police Department. The average age of the department is rapidly falling, as officers retire or otherwise leave the department. Unless training is seriously improved, newer officers cannot be adequately prepared for their tasks and older officers will begin to lose their skills. Currently, 48% of Patrol Officers on the street have fewer than 5 years' experience.
- VI. ...
- VII. **Address the pay compression issue** as soon as a budgetary opportunity can be created.
- VIII. Develop a department-wide Performance Management System with measures, evaluations and regular reporting.
- IX. ...
- X. Create and implement a fair, impersonal internal justice system for the disposition of complaints and allegations of violations of policy. This system should provide due process to all members of the department and be overseen by the City Manager or his/her appointee.
- XI. ...
- XII. ...
- XIII. A representative of the City Manager should oversee the implementation of the recommendations of this report. ... The City Manager has ultimate managerial responsibility for the department. His office should supervise the actions taken.

## RECOMMENDATIONS from the 2006 report

- 4) CPD ought to collaborate with Human Resources to more thoroughly evaluate compensation for Patrol Officers and all employees by referring to salary surveys and compensation packages of comparable cities located alongside large public Universities. **In particular, CPD needs to address the issue of salary compression for Officers with 3-4 years of service.**



**Issue #2. Equitable pay scale for Public Safety Officers.**

The current pay scale suggests that an officer will be at mid-point of the pay scale after 5 years' service. *It has not happened.*

- The current pay system simply does not work.
- This is substantiated by the exodus of experienced officers as well as our difficulty in attracting and retaining new officers.

Of the police officers and sergeants who have been here for 5 years or longer,

- **70%** of our officers are still *below* mid-point.
- **67%** of our Sergeants are still *below* mid-point.

Pay disparity as of December 2017  
**70% of your eligible officers are below mid-point**

Name	Effective date	Time since mid-point increase was due (plus 5 years = time in grade)	Current Shortage per year
KG	04/30/2001	11 years 8 months overdue	-\$1,425
KE	11/26/2001	10 year 11 months overdue	-\$477
BG	05/06/2002	9 years 7 months overdue	-\$469
SD	01/21/2003	7 years 11 months overdue	-\$1,633
TQ	05/05/2003	9 years 7 months overdue	-\$3,019
AM	07/21/2003	9 years 5 months overdue	-\$1,425
JH	01/05/2004	8 years 11 months overdue	-\$1,425
SD	09/07/2004	8 years 5 months overdue	-\$498
CN	10/04/2004	8 years 2 months overdue	-\$1,063
JV	11/15/2004	8 years 1 month overdue	-\$1,425
AE	11/07/2005	7 years 2 months overdue	-\$1,427
SW	01/23/2006	6 years 11 months overdue	-\$498
JD	01/30/2006	6 years 11 months overdue	-\$1,879
TR	02/20/2006	6 years 10 months overdue	-\$3,046
CP	06/05/2006	6 years 7 months overdue	-\$267
JR	07/03/2006	6 years 5 months overdue	-\$3,865
MG	08/13/2006	6 years 4 months overdue	-\$2,286
LS	09/10/2007	5 years 3 months overdue	-\$1,904
RB	01/07/2008	4 years 11 months overdue	-\$2,513
PC	02/25/2008	4 years 10 months overdue	-\$3,599
JM	03/03/2008	4 years 9 months overdue	-\$2,513
KS	05/05/2008	4 years 7 months overdue	-\$2,286
NT	09/02/2008	4 years 3 months overdue	-\$2,513
MP	09/02/2008	4 years 3 months overdue	-\$2,513
SK	12/30/2009	3 years Overdue	-\$5,246
BH	02/08/2010	2 years 10 months overdue	-\$5,246
BW	02/22/2010	2 years 10 months overdue	-\$5,246
JM	04/19/2010	2 years 8 months overdue	-\$6,592
RM	06/01/2010	2 years 6 months overdue	-\$6,941
CD	09/20/2010	2 years 3 months overdue	-\$6,941

NS	10/04/2010	2 years 2 months overdue	<b>-\$6,941</b>
RW	01/10/2011	1 year 11 months overdue	<b>-\$6,941</b>
RE	01/24/2011	1 year 11 months overdue	<b>-\$6,592</b>
CR	02/28/2011	1 year 10 months overdue	<b>-\$6,592</b>
MH	05/31/2011	1 year 7 months overdue	<b>-\$6,941</b>
BO	09/21/2011	1 year 3 months overdue	<b>-6,941</b>
NH	09/23/2011	1 year 3 months overdue	<b>-\$6,941</b>
EW	09/26/2011	1 year 3 months overdue	<b>-\$6,941</b>
JD	10/17/2011	1 year 2 months overdue	<b>-\$6,382</b>
SA	10/24/2011	1 year 2 months overdue	<b>-\$6,941</b>
MK	10/31/2011	1 year 2 months overdue	<b>-\$6,941</b>
MF	01/03/2012	11 months overdue	<b>-\$6,941</b>
MR	08/13/2012	4 months overdue	<b>-\$6,941</b>
NG	12/17/2012	Due now.	<b>-\$6,941</b>

#### Pay disparity as of December 2017

**67% of your eligible Sergeants are below mid-point**

Name	Effective date	Time since mid-point increase was due (plus 5 years = time in grade)	Current Shortage Per year
MM	12/04/2005	7 years overdue	<b>-\$932</b>
BH	04/06/2008	4 years 8 months overdue	<b>-\$932</b>
HH	10/22/2009	3 years 2 months overdue	<b>-\$1,673</b>
MH	03/07/2010	2 years 9 months overdue	<b>-\$2,557</b>
RH	11/27/2011	1 year 1 month overdue	<b>-\$2,557</b>
CP	10/28/2012	3 months overdue	<b>-\$2,557</b>

Those pay ranges are **approved each year by the council** during its budgeting process.

CPOA is proposing a revised pay scale to address the problem.

- This pay scale uses the current city minimum and maximum spread over ten years.
- The proposed pay scale would provide relief from the current pay compression problem, address the current retention problem, and significantly improve morale.

Position	year 1 Current starting pay	year 2	year 3	year 4	year 5 Current mid- point	year 6	year 7	year 8	year 9	year 10 Current maximum pay
Officer	<b>\$20.26</b>	\$21.28	\$22.29	\$23.30	<b>\$24.31</b>	\$25.64	\$26.32	\$27.00	\$27.68	<b>\$28.36</b>
Sergeant	<b>\$25.88</b>	\$27.82	\$29.76	\$31.06	<b>\$32.36</b>	\$33.66	\$34.86	\$36.16	\$37.49	<b>\$38.83</b>

Several cities (PD) comparable to Columbia also have a step pay scale system:

- Olathe, KS                      Tops out at 11 years
- Garland, TX                    Tops out at 12 years
- Lawrence, KS                   Tops out at 8 years
- Overland Park, KS            Tops out at 12 years
- Norman, OK \*                Tops out at 10.5 years of service.
- **\*NOTE:** Of the benchmark cities, Norman, OK, is closest demographically. It has a similar number of sworn officers, nearly identical population and they too are a division 1 college town.